



# Justice & Public Safety Cabinet

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## Strategic Plan Progress Report 2014

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September 1, 2014

## **Cabinet Overview**

### **Mission Statement:**

The Justice and Public Safety Cabinet seeks to create a safe and secure Commonwealth through the effective prevention, detection and reduction of crime and delinquency, and through effective application of incarceration, rehabilitation and reintegration of offenders.

### **Vision Statement:**

As a national leader in criminal justice, our vision is to continuously improve public safety and the quality of life by:

- Reducing crime and the threat of crime;
- Coordinating efficient interagency services;
- Increasing effective substance abuse treatment programs;
- Enhancing citizen confidence in the criminal justice system;
- Protecting individual rights; and
- Supporting victims and communities

### **Core Values:**

The Justice and Public Safety Cabinet strives to be proactive in its strategies to carry out its mission and vision statement, and provide criminal justice services that are fair and impartial. The Cabinet works to achieve ongoing public safety, a reduction in criminal activity, and successful rehabilitation of offenders. To that end, the Cabinet seeks to have adequate resources to ensure public safety and to attract and retain a well-trained and adequately compensated work force.

## **Governor's Goals**

Attracting & Growing Jobs;

Balanced Budget Without Raising Taxes;

Clean & Ethical Government;

Quality Education for all Students;

Affordable & Accessible Health Care; and

Honoring Our Veterans

## **Statement of Alignment**

### *Attracting & Growing Jobs*

By working to increase substance abuse treatment programs and evidence-based programming within the Department of Corrections' (DOC) institutions, the Cabinet continues to assist in creating a capable, prepared workforce. Similarly, the Cabinet seeks to remove barriers to employment through its focus on reentry initiatives and programs, with the goal of helping ex-felons find employment once they return to their communities.

### *Balanced Budget Without Raising Taxes*

The Justice Cabinet is proud of its efforts to utilize existing resources wisely to save public tax dollars. Within the past year the Cabinet has worked with the Cabinet for Health and Family Services to utilize a former hospital facility as space for the Medical Examiner's Office and state police lab – projects desperately needed, and ones which would cost millions to build from the ground up, if it were not for this innovative approach. Those discussions are ongoing. Other recent examples include turning a former prison into a police training academy, which had been on the cabinet's capital plan request for years; repurposing a no-longer-needed juvenile justice facility into a training center for the department; and converting a men's prison into a female prison.

Additionally, HB 463 continues to allow savings from correctional costs to be reinvested in the Local Corrections Assistance Fund; the catastrophic medical fund; and for additional substance abuse treatment beds.

### *Quality Education for All Students*

The Department of Juvenile Justice (DJJ) continues to provide traditional educational opportunities as well as vocational opportunities for youths committed to the department

DOC also provides educational opportunities for inmates, as well as evidence-based programming to help offenders find jobs when they reenter their communities.

### *Affordable and Accessible Health Care*

Expanded coverage for mental health and addiction therapies mandated under the Affordable Care Act and the increase in substance abuse treatment programs utilized by DOC provide additional opportunities for inmates to access needed treatment.

### *Honoring Our Veterans*

DOC maintains a Veterans Blog to allow department employees deployed on active military duty to stay connected to friends and family. Also, the department's reentry staff have been trained on Veterans Affairs benefits/resources to assist offenders who are veterans and are preparing to leave DOC custody. In addition, DOC has established Veteran's Clubs, which are designed to give inmates who are military veterans a way of showing support to each other and to the military by way of fundraisers for care packages, raising funds various ways to support anyone who has served in the military.

### *Situation Analysis/ Environmental Analysis*

The agencies of the Justice and Public Safety Cabinet are responsible for providing criminal justice services including crime prevention; incarceration of felons; investigation of criminal activity; and development of policies to reduce drug problems in Kentucky, which often lead to additional crimes.

The Cabinet continually reevaluates how it uses resources to maximize its ability to perform core missions. This includes the repurposing of existing buildings as discussed above; the passage of significant legislation such as HB 463 in the 2011 Regular Session and HB 1 in the 2012 Special Session; innovative ways to increase substance abuse treatment opportunities into communities; and streamlining of staff positions, where possible.

However, there are challenges. The geographic locations of some of our facilities make it difficult to recruit and retain employees. In Louisville and Northern Kentucky, for example, where there are more opportunities for prospective workers, the Cabinet continues to experience difficulty in hiring correctional and youth workers, as these are lower-paying jobs in a challenging and sometimes hazardous environment. Similarly, in Eastern Kentucky, the Cabinet has difficulty finding applicants who can pass the required drug tests required for these positions.

Additionally, the Cabinet has struggled with increasing technology costs. We realize the need to improve information systems, but our agencies simply cannot handle the rising COT costs.

## **Goals, Objectives & Key Performance Indicators**

### **Goal 1: Ensure ongoing public safety in our communities**

- Objective 1: Funding for personnel needs: Department of Corrections career ladder; Kentucky State Police cadet classes; Department of Juvenile Justice additional youth workers and community program personnel.
- Objective 2: Completion of KSP academy.
- Objective 3: Relocate the Louisville office of the State Medical Examiner.

### **Goal 2: Address substance abuse issues throughout the Commonwealth**

- Objective 1: Address need for juvenile substance abuse treatment.
- Objective 2: Continue to address growing heroin problem.

### **Goal 3: Implement juvenile justice reforms outlined in SB 200 (2014 Regular Session)**

- Objective 1: Develop evidence-based practices and programs for treatment of youth
- Objective 2: Provide additional training for youth workers
- Objective 3: Prioritize staffing with focus on community-based resources and treatment

### **Goal 4: Continue to be a leader in the development of criminal justice policy**

- Objective 1: Facilitate discussions about reforms to Kentucky's parole system and penal code, including reevaluating felony classifications and parole eligibility thresholds.
- Objective 2: Continue to support and push for legislation that removes barriers to reentry for individuals with felony records.

- Objective 3: Continue to participate in national discussions about criminal justice trends, substance abuse issues and best practices related to policing, incarceration, reentry and treatment.